DEPARTMENT OF DEFENSE
UNITED STATES OF AMERICA

Program Management Empowerment and Accountability

Mr. David Ahern
Director, Portfolio Systems Acquisition
AT&L(A&T)
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Overarching Philosophy and Goals

- Philosophy: Program Management is the integration of all functional areas. Efforts to improve program management effectiveness must take this into account.

- Goal: Ensure that the acquisition workforce at large, and specifically the program offices collectively have the skills and tools to be effective and achieve desired outcomes.

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Acquisition Management Functional Advisor for Program Management and Acquisition Core Training

- Responsibilities defined in DoDI 5000.66, "Operation of the Defense Acquisition, Technology, and Logistics Workforce”:
  - Lead the Education, Training, and Career Development Program;
  - Serve as the subject matter expert for the functional areas;
  - Provide functional advice and recommendations to support implementation of AT&L Workforce Education, Training, and Career Development Programs
  - Establish, oversee, and maintain the education, training, and experience requirements including certification standards and position category descriptions.
  - Ensure program management and acquisition core DAU course content is current, technically accurate, and consistent with DoD acquisition policies;
  - Meet in working groups and or advisory groups as required to execute responsibilities in support of his role as subject matter expert for the Program Management Career Field and the Acquisition Core Training. Measure by actively monitoring the lifecycle of the acquisition workforce at the enterprise level

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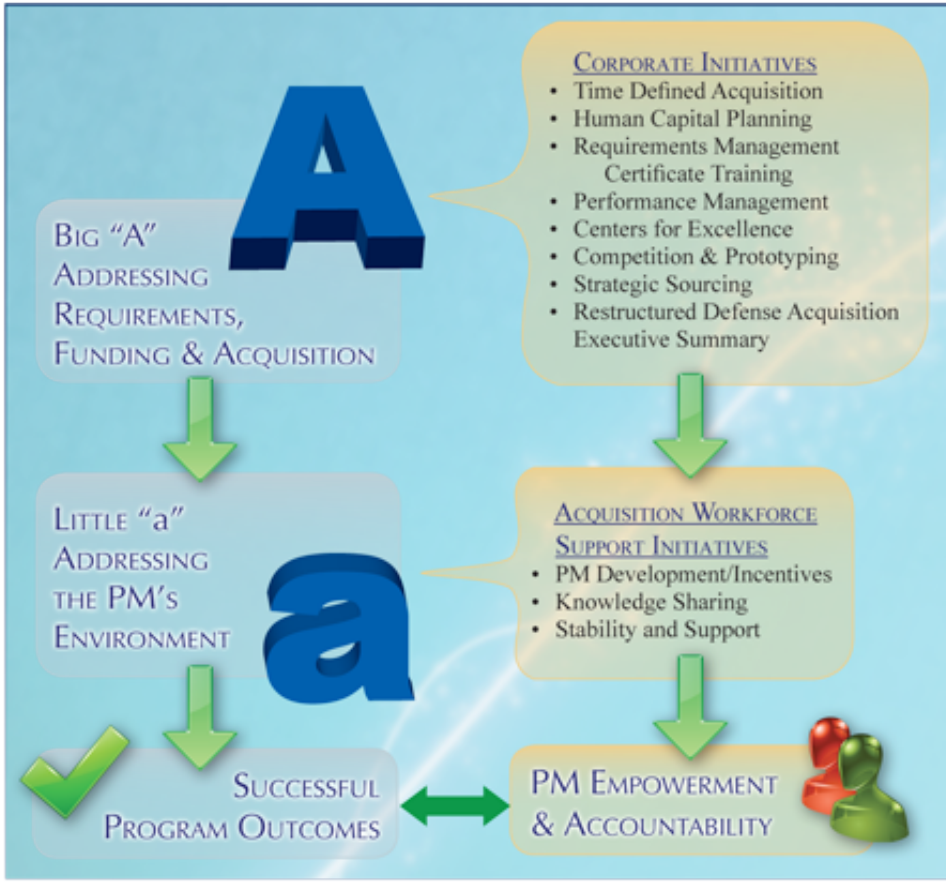
Driver : Section 853: Program Manager Empowerment & Accountability


Big "A" Addressing Requirements, Funding & Acquisition
Corporate Initiatives
• Time Defined Acquisition
• Human Capital Planning
• Requirements Management Certificate Training
• Performance Management
• Centers for Excellence
• Competition & Prototyping
• Strategic Sourcing
• Restructured Defense Acquisition Executive Summary
Little "a" Addressing the PM's Environment
Acquisition Workforce Support Initiatives
• PM Development/Incentives
• Knowledge Sharing
• Stability and Support
Successful Program Outcomes
PM Empowerment & Accountability

DoD has also adopted five criteria to create an environment that fosters acquisition excellence:

1) An acquisition agenda that is aligned with DoD core values, policy objectives, Joint capability needs, and available resources

2) Risk, outcomes, schedule, and cost are balanced when planning and adjusting portfolios, programs and requirements

3) Acquisition execution is improved across the total life cycle, by using sound business and technical practices

4) Customer demands and Warfighter Joint Urgent Operational Needs (JUON) are promptly and efficiently fulfilled

5) Capability is fielded to meet Warfighter needs

These criteria are described in depth in the Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)) Strategic Goals Implementation Plan, and are supported by the AT&L Human Capital Strategic Plan (HCSP).

Putting the tools and processes in place to enable the program manager and the program office to achieve successful program outcomes

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Section 853 Focus Areas: Knowledge Sharing

- Objective: Ensure the program management field, program managers and program offices have access to a broad range of information and direct support

- Initiatives:
  - Institutionalized Assist Teams and Capabilities—Strategic Advisory Teams, Executive coaching, New Program Startup Workshops (NPSW), Focused team support (team training for EVM utilization, IBR & RFP development), Mentoring, Ad Hoc requests
  - Templates/Tools/Databases—Navy POPS, Improving EVM, WBS Standardization
  - Utilization of Forums
    - Program Manager Forums
    - Acquisition Management Functional Group--integration across Functional Areas and Components
    - NDIA/Industrial Committee on Program Management—Addressing PM issues of common interest to Industry &

Section 853 Focus Areas:
Stability and Support:

- Objective: Attract and maintain the highest caliber government (military and civilian) people to critical acquisition positions within program offices

- Initiatives:
  - Tenure Agreements
  - Program Management Agreements
  - Staffing Plans
  - Configuration Steering Boards—NDAA 2009
  - Program Manager/DAE interaction

Section 853 Focus Areas:
PM Development and Incentives:

- Objective: Attract and maintain the highest caliber government (military and civilian) people and improve the overall quality and competence level of the acquisition

- Initiatives:
  - Core Plus Concept
  - Competency Survey-and affect on current PM curriculum
  - Enhanced Recruitment and Retention—Incentive Pay, Section 852 funding
  - Acquisition Qualification Standards

PM Competency Assessment

- **Exceeded our aim of 1300 employees**

- **Adequate Participation Achieved:** Of the 4,271 professionals randomly identified, 1568 completed the assessment for a total response rate of 36.7%. This number is more than sufficient for the current analysis

Component	PM Population 2007	Number Selected Randomly	Total Number of E-mail Addresses Made Available
Army	4,473	1,420	4,700
Navy	3,627	1,384	3,757
Air Force	3,958	1,404	1,800
Fourth Estate	717	63*	63*
Total	**12,775**	**4,271**	**10,320**

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Competency Areas

Competency Areas
1. Management Processes
2. Information Management (IM)/ Information Technology (IT)
3. Systems Engineering
4. Software
5. Science and Technology Management
6. Test & Evaluation
7. Life Cycle Logistics
8. Contracting
9. Business, Cost Estimating and Financial Management
10. PQM and Fielding Deployment
11. Leadership/Professional Competency Area—Professional Competencies

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Competency Results –

❑ Frequency, Criticality & Proficiency

➢ **What competencies were rated highest across all ratings?**

- 1.8 Working Groups and Teams
- 1.6 Risk and Opportunity Management

➢ **What competencies were rated lowest across all ratings?**

- 9.2 Department/Agency Programming, Planning and Budgeting Type System*
- 4.3 Software Reuse
- 10.2 Produce Product

➢ **What competencies were high frequency and criticality and Low Proficiency?**

- 9.1 Cost Estimating
- 1.5 Life-Cycle Cost Management